United Nations DP/CCF/KUW/2

Executive Board of the United Nations Development Programme and of the United Nations Population Fund

Distr.: General
30 October 2001

Original: English

First regular session 2002
28 January-8 February 2002, New York
Item 3 of the provisional agenda
Country cooperation frameworks and related matters

Second country cooperation framework for Kuwait (2002-2006)

Contents

		Paragraphs	Page
	Introduction	1–4	2
I.	Development situation from a sustainable human development perspective	5–18	2
II.	Results and lessons of past cooperation	19–25	4
III.	Objectives, programme areas and expected results	26–62	5
	A. Governance and participation	30–36	6
	B. Globalization and economic efficiency	37–45	7
	C. Social and human development	46–52	8
IV.	Management arrangements	53–62	9
Annex			
	Resource mobilization target table for Kuwait (2002-2006)		11

01-61019 (E) 281101

Introduction

1. The second country cooperation framework (CCF) for Kuwait covers the period from 2002 to 2006. It reflects the country's vision of its future and constitutes the basis upon which the programme of cooperation will be built. It also clarifies how UNDP will assist Kuwait in achieving its national objectives.

2. The preparation of the CCF came after a series of close consultations between the Government and UNDP. Overall responsibility was entrusted to the Committee of the Ministry of Planning. It started in February 2001 with the submission of the Resident Representative advisory note, which was drafted after comprehensive discussions between UNDP, high-level local experts and consultants, members of think tanks and non-governmental organizations (NGOs). Line ministries and national and regional institutions were consulted on a number of relevant issues. The country office presented the advisory note, which was thoroughly discussed at a stakeholders' meeting that included community-based organizations (CBOs), concerned line ministries, think-tank groups and the media. Feedback from stakeholders' comments from UNDP headquarters were duly taken into account in the final document.

3. Due consideration was given to the results and recommendations of the country review conducted in February 2000 in formulating the CCF. Several policy papers and national human development reports prepared in 1997 and 1999 served as references and provided guidance for the definition of the strategic approach and the areas of concentration.

4. The programme outlined in the CCF is in line with the national priorities set in the government work plan for 1999 to 2003 and in the draft national development plan. It also conforms with UNDP objectives to: (a) achieve sustainable and participatory development; and (b) support national efforts to integrate into the global economy.

I. Development situation from a sustainable human development perspective

5. The country's main challenge is managing the transition from a welfare-, oil-based economy to a dynamic, diversified society capable of competing in the global economy of the twenty-first century. An economic and social policy based on the distribution of wealth and welfare is no longer sustainable in Kuwait. The accelerating process of globalization, the shrinking oil financial surplus and the necessity to compete in an open economy require Kuwait to unleash its capacities, promote the flow of productive opportunities and sustain it through suitable economic and social policies.

6. The aim of the draft national development plan is to realign the country's economic and social structures and create an appropriate, flexible environment capable of keeping up with changes resulting from: (a) maximizing the efficiency and mobilization of available resources; and (b) relaxing the intensity of restrictions imposed on the development process. This will be achieved through a set of reforms at the economic, fiscal and administrative levels and by redirecting the educational and training systems and addressing labour market problems. Economic reforms such as privatization, outsourcing of public services and the encouragement of foreign direct investment will need to be accompanied by social policies to promote entrepreneurship among emerging and potential economic actors.

7. The present Kuwait political system has no political parties. There is, however, a parliament whose impact on the political life is growing fast, resulting in increased participation of various social groups in the national dialogue. Policy and decision-making processes currently suffer from delays and excessive bureaucratic red tape. The Ministry of State for Parliament Affairs, in its capacity as liaison between the parliament and the executive bodies, is enhancing its ability to improve coordination and foster confidence, trust and transparency for the fair practice of democracy.

8. The judiciary system is also undergoing the reform and modernization of its operations, which will help achieve swift justice.

9. Despite their active participation in economic activities and a noticeable presence at all levels of the administration and in education in particular, women in Kuwait are still underrepresented in positions of authority and responsibility. Their political rights are also a subject of controversy and dispute. The role of women in society is being discussed, taking into account the country's social and religious traditions. Women's associations are very active and committed to gaining their political rights on an equitable basis.

10. At the economic level, the main issue is the capacity of Kuwait to improve economic competitiveness and honour its commitments in the World Trade Organization (WTO). Kuwait has less than two years to adjust its policies and to meet its commitments with WTO. Several UNDP policy papers have raised this issue in the past and stressed that Kuwait is not fully equipped to compete in a knowledge-based, open global economy.

11. The welfare state policy has led, over the last 50 years, to tremendous improvements in the standard of living for Kuwaitis as reflected in the unparalleled improvements in the human development index of Kuwait. The same policy, however, has also led to several economic and societal problems, including a high level of public and private consumption at the expense of investment.

12. Almost two thirds of the total population are expatriates and non-Kuwaitis make up over 98 per cent of private-sector labour. Approximately 93 per cent of Kuwaitis work in the public sector as government salaries and benefits are much higher than in the private sector. As government capacity to absorb a high percentage of young Kuwaitis arriving on the job market decreases, it is expected that unemployment could increase in the coming years.

13. The private sector, essentially concentrated in the non-oil sectors, is heavily oriented towards consumer products and public-sector expenditures. As a result the local private sector tends to use labour-intensive processes and low technology. It is unlikely that the local private sector will be able to compete in an open economy without first undergoing a fundamental review of its premises and a sharp increase in its competitiveness. This will require, among other things, addressing labour-sector deficiencies and building a strong national comparative advantage in knowledge management (information, communication and analytical capacity), thereby enabling both public- and private-sector actors to take informed economic and market decisions.

14. The education system, essential for human development and competitiveness in a global economy based on knowledge and information management, presents some structural deficiencies. While the expenditure ratio is one of the highest in the world, the quality of education remains below expectations and the relevance of educational output to the country's present and future needs is not fully ensured. The security provided by public-sector employment does have an impact on performance. The means to improve quality and to align it with private-sector needs should be tackled as part of the educational reform efforts in order to reduce the gap between educational outputs and market needs.

15. Environmental concerns continue to rank high on the agenda of the Government, which is pursuing efforts to build on the country's remarkable achievements in containing the damages of the invasion and in regenerating the land and marine environment. In recent years, the environment has become a global concern shared by every part of society, Government, schools and civil society. The Environment Protection Authority (EPA) is preparing a national strategy for the environment in preparation for the next global environment conference.

16. Kuwait does not face the same challenges as other developing countries. While poverty, for instance, is not, but the social exclusion and vulnerability of specific groups, such as women and young people, could become major issues in the future. The social and human aspects of the reforms are given due consideration in the government programme of action. The human development philosophy of the reforms takes into account the population imbalance, plans for enhancing the capabilities of Kuwaiti citizens and ensuring their fundamental health and education needs. This approach includes: (a) restructuring the economy to lessen the dependence on the state; (b) adjusting it to the Gulf Cooperation Council (GCC) and international economic and political context; and (c) positioning it favourably within the global economy of the twenty-first century. The country's foreign assets and revenues from Kuwaiti investments abroad can help cushion any adverse implications of the reform.

17. The draft national development plan for 2001/2002-2005/2006 addresses many of the economic and social problems facing Kuwait and stresses the concept of human development in particular. It also emphasizes the need to reinforce the country's identity and the cultural heritage and to safeguard internal and external national security. Six programme areas needing reform have been specified: (a) administrative reforms; (b) fiscal reforms; (c) expenditure and investment reforms; (d) private-sector reforms; (e) labour-sector reforms; and (f) education and training reforms.

18. These important programmes are fully reflected in the government work plan for 1999/2000-2002/2003,

which underlines the need to strengthen the capacity of management to lead the social and economic change process. Ministries have no tradition of working beyond sectoral boundaries or effectively involving civil society in their programmes. The management of development and policy-making processes has been shifting to cross-cutting issues, which transcend the boundaries of established policy fields and do no longer fit completely within the institutional responsibilities of individual ministries. While these are real obstacles, in the short and medium term the shrinking financial surplus and the necessity for Kuwait to build a competitive society offer no other option than to engage the country seriously in a reform process.

II. Results and lessons of past cooperation

19. The first CCF for 1997 to 2000 focused on three priority areas: (a) creating an enabling environment for sustainable human development; (b) promoting capacity-building activities for sustainable human development; and (c) strengthening and developing implementation tools and mechanisms. CCF activities, which were exclusively funded under cost-sharing arrangements for a total of $16 million, used the national-execution modality for all new approvals. Only few agency-executed projects from the fifth country programme maintained the same modality during the first CCF. In implementing the CCF, a combination of project and programme approaches was used, allowing for flexibility in portfolio build-up.

20. Considering the delays that affected the implementation of the CCF, the Executive Board approved a government request for a one-year extension of the first CCF in January 2001. The country was thereby able to make adjustments in response to the active and dynamic national dialogue on issues of major concern for the Government, parliament and the people of Kuwait, and their reflection into the national plan, the approval of which has also been delayed.

21. UNDP efforts were effective in the support provided to the national dialogue on issues such as human development, governance, globalization, privatization, labour, gender and environment. A comprehensive sustainable human development (SHD) advocacy programme was carried out. UNDP has prepared several policy papers on these issues and has organized seminars and workshops with wide participation from the Government, the private sector, NGOs and various national and international institutions. This has had a strong impact on the mobilization of stakeholders and increased the sense of a common ownership of the programme. The sustainable human development (SHD) concept has been mainstreamed in the planning process. Through this exercise and by using comparative advantages such as neutrality and its ability to mobilize widespread expertise, UNDP managed to expand its client and partner base and to build new alliances for a more integrated programme.

22. Many of these issues were widely covered in the local media, resulting in enhanced public awareness of the SHD concept and knowledge about UNDP. It also helped to achieve a breakthrough in the area of cooperation with NGOs and the private sector, which is expected to increase the role of civil society in the areas of gender, environment and youth, mainly in relation to drug problems and HIV/AIDS.

23. Linkages between upstream and advocacy efforts, on the one hand, and programme activities, on the other, were successfully established; UNDP has provided technical assistance services to support major government undertakings. Worth mentioning are efforts to:

(a) Enhance the executive capacity of the Ministry of State for Parliamentary Affairs to perform its liaison role between the parliament and different ministries of the Government;

(b) Build and modernize the capacity of the judiciary system by introducing the latest technological advances in compiling a judicial and legal data bank to allow for modern management. At present, Kuwait is the most advanced Arab country in this area;

(c) Prepare the draft of the national development plan, building planning capacities and improving the effectiveness and relevance of the national planning system for Kuwait. This includes the introduction of rigorous project analysis tools with the state development projects sector (chapter 4 of the state budget) which resulted in huge savings in the cost of investment projects and increased the demand on UNDP to supply this type of services;

(d) Assist in the preparation of an environment information system with the Kuwaiti Institute for Scientific Research (KISR) and the formulation of a national environment strategy and national plan of

action for Kuwait with the Environment Protection Authority (EPA);

(e) Implement the findings of a study done through the CCF concluded in February 2001 which recommended the creation of a gender unit at the Higher Planning Council. This proposal is under serious consideration at the highest level of the country;

(f) Support the efforts of the Government in the extremely important and sensitive issue regarding the reform of the educational system in collaboration with the United Nations Educational, Scientific and Cultural Organization (UNESCO). UNESCO and UNDP carried out an assessment of the educational system, which was instrumental in shedding light on the need for educational reform. A team of experts from the Government and UNESCO are planning to organize a national conference on education reform in April 2002;

(g) Conserve and restore the collection of the Islamic Museum of Kuwait, an effort begun with the assistance of UNESCO and UNDP after the liberation of the country;

(h) Strengthen government capacity in the area of information and communication technology (ICT) in all activities assisted by UNDP.

24. The CCF was reviewed during the country review mission held in February 2000. The following lessons and recommendations may be drawn from the country review report (CRR) and feedback from the Government, the Regional Bureau for Arab States and the programme working group:

(a) CCF focus areas are valid and the SHD approach is acknowledged as key to national development. Policy dialogue and upstream activities are relevant and effective. Government and UNDP should work more closely at this level;

(b) The flexible approach adopted for programme design and portfolio management is valid as it offers the possibility of integrating new ideas and responding to emerging issues (gender, judiciary, and knowledge management);

(c) Performance and delivery lagged behind expenditure targets and a slow down in implementation was noticed between 1998 and 1999. Institutional mechanisms for implementation and management should be clarified so that changes at the head of the Ministry of Planning do not affect partnership between Kuwait and UNDP. Impact monitoring and evaluation should be emphasized in the joint Ministry of Planning-UNDP responsibilities, moving beyond the monitoring of activities. Results-based management tools should be introduced in the joint management of the programme by the Government and UNDP;

(d) National experts and officers should be recruited to improve the capacity to manage the CCF and its programmes. Mechanisms should be explored to address this need;

(e) Expertise provided by UNDP could have resulted in higher and sustainable capacity-building with proper use of expertise and less emphasis on operational support.

25. Other recommendations made relate to the need to:

(a) Increase the participation of United Nations organizations in the implementation process, while keeping management and ownership within the Government, with particular attention given to the better definition of the respective roles of the Technical Cooperation Committee in the Ministry of Planning and the government implementing agencies;

(b) Explore cost-sharing mobilization by opening new areas of co-operation and building new partnerships with civil society and the private sector.

III. Objectives, programme areas and expected results

26. In light of the government objectives for implementing the strategic vision for the future of Kuwait, it is suggested that the CCF focus on issues identified by the Government at the two following levels:

(a) At the government level,

(1) Expanding political participation and streamlining the democratic process;

(2) Building strong capacity for economic efficiency and optimizing the profitability of the oil sector;

(3) Preparation for the globalization of the economy and maximizing investments opportunities;

(4) Developing and adjusting legislation to the new requirements of globalization;

(5) Reducing vulnerability and social exclusion with special attention given to women and youth.

(b) At the citizen level,

(1) Adapting education and preparing citizens for the new requirements;

(2) Developing the sense of good citizenship (rights and obligations), participation and responsibility towards future generations;

(3) Promoting initiative and creativity among citizens.

27. The issues relating to these objectives will be addressed in an interrelated way and will require the strengthening of the national policy dialogue process to which UNDP contributed intensively during the first CCF. The partnership between Kuwait and UNDP should promote an enabling environment for a successful reforming process, which integrates the social and human aspects of development in a way that empowers Kuwait and its civil society to benefit from the globalization process without social adverse effects.

28. In view of the analysis of the development situation in Kuwait and the lessons learned during the current CCF programming period, it is suggested that UNDP maintain its efforts and involvement in upstream activities, focus on major policy areas and assist in the facilitation of consultative process. UNDP will also focus on capacity-building for change and reform management in priority areas through technical assistance programmes and projects. Technical support will also be provided to respond to emerging and unforeseen needs in the CCF areas of concentration. The ultimate goal is to elevate national capacity to a level where the country can assume ownership of an agenda drawn from the strategic vision for the future of Kuwait where sustainable human development is placed at the centre of the development strategy.

29. Building on the previous efforts and results achieved, the second CCF will concentrate on three mutually reinforcing areas: (a) governance and participation; (b) globalization and economic efficiency; and (c) social and human development and capacity-building development. Four cross-cutting issues have also been identified and will receive full attention in the CCF: gender, youth, environment and information and communication technology.

A. Governance and participation

30. The objective of this area is to support the efforts of the Government and its partners in fostering change in line with the new vision and aspirations of the people of Kuwait. More specifically, the CCF will aim at increasing the overall effectiveness through improved transparency, accountability and rule of law. It also aims to consolidate civil-society interests and empower individuals and groups to participate and contribute effectively to and benefit from the development process.

31. Within this area, UNDP will help to: (a) build capacity for the necessary changes; (b) promote national dialogue on relevant issues; and (c) establish bridges between the executive and legislative bodies on the one hand and groups and individuals on the other. Concerned ministries in cooperation with national institutions and NGOs will implement the programme. This area has the following components.

Parliament (strengthening of the democratic process)

32. UNDP will aim to improve the effectiveness of the legislative branch and strengthen the capacity of both the Government and the Parliament to interface and work effectively together.

33. Building on the efforts of the first CCF, UNDP will provide legislative assistance to activities that help legislatures become more representative, transparent, efficient and accountable in performing their three basic functions: representation, oversight and law-making. To assist legislatures in performing their representational responsibilities, programmes will focus on strengthening mechanisms that enhance legislator-constituency relations, such as the development of constituency offices and/or tools for publicizing the activities and debates of the legislature. Such programmes may also seek to strengthen the capacity of external actors, such as non-governmental groups or the media, so that they can better influence the legislature and monitor its activities.

Justice (modernizing the judiciary system)

34. With the aim of improving systems and capacities within the judiciary to ensure greater respect for the rule of law, UNDP will continue to provide technical support to the Ministry of Justice and the Kuwait

Institute for Judiciary and Law Studies by introducing the concept of modern courts and helping them to benefit from information technology applications in court procedures. A judicial and legal database, which will include legislation, legal principles and statements that have been approved by the supreme court of justice, will also be introduced.

Accountability and transparency

35. The objectives are to strengthen national auditing capacity in the areas of transparency, accountability and the rule of law in order to ensure efficiency in managing public resources. As requested by the Kuwait National Assembly, UNDP will support efforts to enhance the capacities of the State Audit Bureau in performance control and auditing, especially with regard to the auditing of investments and high-tech acquisition programmes, and of claims and disputes in government construction contracts. UNDP intends to contract the services of leading institutions and to help the country to benefit from success experiences in similar systems around the world.

Promote gender balance

36. UNDP will support the efforts of the Government and women organizations in order to ensure proper and responsible participation of women in political life. UNDP will pursue its efforts in supporting activities related to the promotion of equality and gender balance. The organization will work closely with government bodies, in particular with the future gender unit that will be established within the Higher Planning Council and women associations and in the areas of public awareness regarding the importance of women sharing political life. It will also assist in the creation of mechanisms and strategies which women can use to impact the political process. UNDP will help associations to participate in and contribute to achieving the goals of the national plan of action in areas where they have a strong comparative advantage, such as family education, youth protection, and environmental awareness.

B. Globalization and economic efficiency

37. Building on the achievements of the first CCF at the level of policy dialogue and in light of the outputs of the policy paper on globalization, the study commissioned by the World Bank on galvanizing the private sector, and the strategy prepared for the Kuwait Industrial Union, the present CCF will support the reform efforts necessary to bring the economy up to the standards set by globalization and by the country's obligations regarding its international commitments. The following issues will be addressed in particular.

Economic and social reform

38. In 2001, a ministerial Economic Reform Committee, headed by the Deputy Prime Minister and Minister of Foreign Affairs, was established. The reform package has three components: accelerating economic reforms, containing the wage bill through labour market reform and addressing the budget deficit. To reduce the magnitude of public resistance to these reforms, UNDP, in collaboration with the World Bank, plans to support government efforts in developing a national communications programme for economic and social reforms. In addition to a public awareness campaign, the Government intends to establish an institutional structure equipped with the appropriate capacities, systems and mechanisms to develop and deliver material for outreach and public education activities.

39. The Offset Programme, the budget for which is $3-6.5 billion, has been part of the government policy to promote economic development by attracting foreign businesses and technologies for the last eight years. The performance of the Programme was hindered for various reasons. UNDP plans to assist the Ministry of Finance with a set of reform measures, including a broad spectrum of tasks, both immediate and long term.

Public sector reform

40. UNDP will continue its technical support to the Ministry of Planning with the aim of enhancing its planning capacities through upstream policy advice and the introduction of high-tech planning tools, such as the design of a computer-based decision support system and macroeconomic planning and forecasting of socio-economic developments.

41. One of the major obstacles facing the planning process is the lack of accurate and timely national accounts and price statistics. In response to the government request, UNDP will provide technical assistance to strengthen the capacity of the Central Statistics Office in collecting, processing and analysing real sector statistics for effective macroeconomic management and policy purposes.

Trade policies

42. Kuwait has already engaged in a process to identify the impact of globalization on its socio-economic environment. UNDP, in collaboration with United Nations and non-United Nations organizations such as the United Nations Conference on Trade and Development (UNCTAD), the United Nations Industrial Development Organization (UNIDO), the International Labour Organization (ILO) and the World Trade Organization (WTO), will work to advance the debate and focus it so that decision makers and Kuwaiti political and social actors can make informed and effective decisions regarding the integration of Kuwait in the global economy. UNDP will specifically provide training and advisory assistance in negotiation skills and endeavour to enhance the role of Kuwait within the framework of the Gulf Cooperation Council (GCC) and joint Arab actions. Special attention will be given to free-zone development within the context of private-sector development.

43. UNDP will also follow up on its assistance to the Kuwait Industrial Union (KIU) to prepare a strategy and mission statement, which specifically addresses the future challenges that the KIU will face when the globalization and WTO agreements come into effect, and to help them in the implementation of their business plan.

Knowledge management and information and communication technology

44. In 2001, an e-government high-level committee was established and represented by all line ministries to plan and implement this programme. The first CCF assisted in establishing a communication protocol for Kuwait and in designing the government intranet/Internet and web sites that post general government information and on-line forms. UNDP will assist government efforts in the formulation of a clear strategy for the e-government project.

45. Following up its assistance to KISR with regard to the environment information system, UNDP will extend its support to KISR in developing a geographic information system and implementing its applications and modules.

C. Social and human development

46. The objective in this area is to ensure that the social and human dimensions of development are addressed in a pro-active way in order to guarantee the sustainability of economic development and to avoid adverse social effects (exclusion and poverty) while mobilizing the participation of all of society. This cannot be achieved unless it: (a) starts with the reform of basic education and training; (b) involves fully the family structure; and (c) mobilizes the community and civil society. UNDP will focus on the following programmes and activities.

Education reform

47. UNDP will strengthen its support to the Ministry of Education as it works to implement fundamental reforms of the country's educational system. A national conference on education will be held in April 2002 to discuss the elements of the reform and to gain consensus on the proposed education strategy and plan of action. UNDP will also assist in all aspects of the implementation stage of the reform with inputs from the United Nations Economic and Social Commission for Western Asia (ESCWA), ILO and UNESCO. Considering the magnitude of the tasks ahead, UNDP assistance may extend over the whole period of the CCF.

Building civil-society capacity and fostering social and family values

48. Strengthening capacity within CBOs is seen as a valuable way to achieve good governance by ensuring popular participation and by internalizing advocacy activities and efforts at the community and family levels. The Government is placing a high priority on societal problems stemming from the national welfare system which has a high consumption level. UNDP support is sought to assist the Government in consolidating the concept of good citizenship, in helping to revive the spirit of participation, in promoting stronger involvement and commitment to social values and in increasing the sense of responsibility, justice, rights and obligations within society. Particular attention will be paid to vulnerable groups (women and youth) and to issues such as drug abuse, social services to people in danger of exclusion, the environment and voluntary services. UNDP will also support NGO follow-up to the United Nations Fourth World Conference on Women which took place in Beijing, China, in 1995.

49. UNDP will also help to design programmes that develop a sense of initiative and creativity that could foster private initiatives in the productive sector, through appropriate skills-upgrading and the introduction of technological expertise. Young entrepreneurs will be the

principal benefactors and will learn to adjust to the changes that may adversely affect their lives if they are ill-prepared.

50. Reinforcing shared social and religious values is seen as essential for counterbalancing the present materialistic and consumption-oriented current in society. Creating opportunities for the better utilization of spare time, an increased sense of work values, and respect and attachment to land and marine environment are among the issues that should be addressed by the CCF through the mobilization of civil society, family education activities and local NGOs. Support will begin by translating these goals into an implementable plan of action, in cooperation with international NGOs and UNFPA.

Cultural heritage

51. Because it is aware of the importance and significance of Kuwaiti heritage, especially to the younger generations, the Government is lending its full support to all endeavours aimed at highlighting the country's cultural heritage and national identity. UNDP will assist Dar al-Athar al-Islamiyyah/National Council for Culture, Arts and Letters (NCCAL) in restoring the Kuwait National Museum destroyed during the Gulf War and in reinstating its artistic collection at this museum. UNDP will promote professional training programmes for Kuwaitis in the technical and managerial aspects of museology and Islamic culture. The Government is also encouraging tourism in an effort to boost the economy and create job opportunities in this sector.

Environment

52. Environmental protection is at the top of the government agenda. UNDP will use the national environmental action plan to identify areas of intervention and provide technical advice and support as appropriate, with inputs from civil society and the private sector. Support will also be provided to the country's efforts to comply with international environmental conventions on biodiversity, climate change and the Montreal protocol.

IV. Management arrangements

53. The proposed methodology for the management and the implementation of the CCF will be based on the following guidelines:

(a) In terms of a time-frame, the CCF will coincide with the national development plan for 2000/2001-2005/2006;

(b) Programmes and projects emanating from national bodies, including CBOs and the private sector, should be derived from and fully coordinated with national programmes included in the national plan;

(c) The CCF will take into consideration issues and concerns of high interest not specifically indicated in the five-year plan but contained in the prospective vision for the economic, social and human development in Kuwait. The papers and documents prepared in this undertaking will be considered a source of project and programme ideas, whether concerning the public or private sector or civil society;

(d) The CCF will provide room for projects submitted by line ministries and national institutions aiming to benefit from services available within United Nations organizations;

(e) The successful experiences of other countries will be used in as much as they comply with local conditions and requirements.

CCF management

54. The Government and UNDP will jointly manage the CCF. Programmes and projects will be developed according to their relevance to the focus areas, objectives and expected results. Special attention will be given to strengthening the partnership base and in particular to increasing the participation of CBOs and the private sector. The implementation and achievement of outputs and objectives are the responsibility of the implementing agents, be they governmental or non-governmental with the support of United Nations and non-United Nations partners as and when required.

55. The national execution modality will be the rule; all exceptions will have to be fully justified. Implementation of the CCF is expected to receive support from United Nations organizations and ESCWA. UNDP will strengthen its partnerships with appropriate national public and civil society institutions to ensure that national capacities and resources are mobilized in support of the Kuwait-UNDP partnership.

56. In light of the expanded size of the CCF, the capacity of the technical cooperation sector will need strengthening through technical support from UNDP. The country office should undergo staff enhancement,

keeping in mind the government concern to hiring nationals at all levels and at the national programme officer level in particular. The Government will take the necessary budgetary steps to meet the corresponding financial costs.

57. UNDP will support government efforts to ensure the most cost-effective programme delivery. UNDP will help the Government to benefit from qualified resources available through United Nations Volunteers (UNV), the United Nations International Short-term Advisory Resources (UNISTAR) programmes and technical cooperation among developing countries (TCDC). Although it has limited experience with these schemes, Kuwait is willing to use them, especially in NGO activities that involve volunteer work, and to respond to ad hoc requests from the private sector for high-level, short-term expertise.

58. In implementing the CCF, the Government will support UNDP in developing strong media relations to ensure the dissemination of information to all stakeholders, to mobilize public support for national priorities and to advocate new approaches in line with national strategies.

59. To the extent possible, the strategic results framework, the results-oriented annual report and the country office management plan should be used to facilitate the results-based management of the programmes and the CCF.

Monitoring, review and evaluation

60. All programmes or projects will be subject to standard UNDP monitoring and evaluation procedures (progress and technical reports, in-depth evaluations, tripartite reviews and field visits). United Nations organizations and stakeholder organizations will be strongly encouraged to participate in these processes. As required, independent reviews will be conducted for appropriate advisory support to improve programme performance and impact. Tools will be applied to strengthen the team approach.

Resource mobilization

61. Kuwait is a net contributor country. All UNDP assisted programmes and projects are fully funded by the Government under cost-sharing arrangements. The Government will earmark a total programme cost-sharing of $20 million to cover the period 2002 to 2006, based on a yearly contribution of $4 million. The standing procedures for programme cost-sharing payments will continue according to the fiscal system of the country.

62. Additional and specific cost-sharing from other partners, the private sector and civil society, within the framework of the orientation and objectives of the CCF are also expected and will be mobilized according to progress made. This will create higher synergy and better coordination.

Annex

Resource mobilization target table for Kuwait (2000-2006)

Source	Amount (In thousands of United States dollars)	Comments
UNDP regular resources		
Estimated carry-over	-	Includes carry-over of TRAC 1, TRAC 2 and the earlier AOS allocations.
TRAC 1.1.1	-	Assigned immediately to country.
TRAC 1.1.2	0 to 66.7 per cent of TRAC 1.1.1	This range of percentages is presented for initial planning purposes only. The actual assignment will depend on the availability of high-quality programmes. Any increase in the range of percentages would also be subject to availability of resources.
SPPD/STS	-	
Subtotal	-[a]	
UNDP other resources		
Government cost-sharing	20 000	
Third party cost-sharing	-	
Funds, trust funds and other	-	
Subtotal	**20 000**	
Grand total	**20 000**	

[a] Not inclusive of TRAC 1.1.2, which is allocated regionally for subsequent country application.

Abbreviations: AOS = administrative and operational services; SPPD = support for policy and programme development; STS = support for technical services; TRAC = target for resource assignment from the core.